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November 15, 2017

Shane White, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Systemwide Senate Review - Taskforce Report on the Negotiated Salary Trial Program

Dear Shane,

The Riverside Executive Council discussed the NSTP Taskforce Report at its most recent meeting, in dialog with VPAP Ameae Walker and Prof. Mary Gauvain, both of whom participated on the Taskforce. There was an extended and substantial discussion, addressing a broad range of concerns, including matters of the NSTP's potentially adverse effects on salary equity/disparity, as well as multiple issues concerning local implementation. In addition to the comments provided via committee memos, Council noted and reiterated concerns about academic freedom in relation to this program. Due to an oversight, Chair Rodriguez will request review and comment from the Committee on Academic Freedom and subsequently provide the Riverside Division response regarding NSTP. A number of Standing Committees provided feedback on the Report, which i have summarized below.

Planning and Budget offered five specific requests in the event that NSTP continues, covering matters of data collection, ethical oversight for conflicts of interest, review criteria for faculty members from under-represented groups, and tracking of supplemental salary sources.

Faculty Welfare voted in favor of the four-year extension of NSTP, with affirmative voters citing the usefulness of the program for UCR's ability to recruit/retain high quality faculty members. The dissenting member cited the potential exacerbation of salary inequity through the program. Faculty Welfare echoes Planning and Budget's concerns with data collection, specifically that which would verify whether NSTP is actually successful in its goal of increasing faculty retention/recruitment. Further, Faculty Welfare is concerned that NSTP could have a negative impact on graduate and post-doctoral student funding, although again, the issue is one in need of more data collection. Crucially Faculty Welfare was unanimous in noting that "NSTP should not be considered a remedy to the larger issue of the UC salary lag."

The Committee on Academic Personnel had substantial concerns about extending NSTP, and requests that the Taskforce "provide a clearer articulation of the intended scope of this policy and that it put in place

safeguards to secure academic freedom and equity across Schools and Departments in relation to tenure, promotion, and merit as this policy enters its next trial phase.” CAP’s concerns include the long-term effects of NSTP on worsening inequities between Schools and Departments where outside funding is normative, and those for whom such funds are generally far less available, and not normative. There could thus be a negative effect on the culture and internal discourse of promotion, tenure, and merit, which are intended to be uniform across campuses, Schools, and Departments. On a related, but broader scale, CAP expresses serious concern that NSTP will allow the UC to be less vigilant in addressing the ongoing problem of the UC salary scale’s competitiveness with peer institutions. In addition, the program might create a larger institutional expectation that “soft money” salary supplementation should become an increasingly normative aspect of faculty salaries, which would fundamentally abrogate the mission and purpose of the UC. Finally, CAP is highly concerned that NSTP’s friendliness to private contracts can undermine the foundations of academic freedom within the university research mission, while also incentivizing faculty to pursue grants in “fundable” areas of research rather than areas of academic and scholarly importance.

The Committee on Diversity and Equal Opportunity voted in favor of the four-year extension, with affirmative voters also citing the program’s enhancement of UCR’s ability to compete in the larger academic job market. However, dissenting negative voters offered that this program “shifts” the burden of the ongoing problem of salary inequity to the faculty rather than the UC itself. Importantly, this dissent notes that NSTP only benefits those faculty who are in fields that rely on large external grants, and this program may compound the existing salary inequities at UCR. CoDEO repeated the concern over data collection, as well.

The School of Public Policy Executive Committee, Graduate School of Education EC, College of Humanities and Social Sciences Executive Committee, and the College of Natural and Agricultural Science EC all support the Report’s recommendations, though the both the CHASS and CNAS EC’s note the need for further data collection and a larger concern that the program may divert UCOP’s attention from “the bigger issue associated with the broken UC salary scale.”

peace



Dylan Rodríguez

Professor of Media & Cultural Studies and Chair of the Riverside Division

CC: Hilary Baxter, Executive Director of the Academic Senate
Cherysa Cortez, Executive Director of UCR Academic Senate Office

TO: Dylan Rodriguez, Chair
Riverside Division

FR: Kurt Schwabe, Chair
Executive Committee, School of Public Policy

RE: **[Systemwide Review] Report Review: Taskforce Report on the Negotiated Salary Trial Program**

Date: October 6, 2017


The Executive Committee of the School of Public Policy voted unanimously in support the recommendations listed in the “Report on the Negotiated Salary Trial Program (NSTP) from the Fourth Year NSTP Taskforce.” Specifically, we were in support of the recommendation to “expand and study further” this program at other UC campuses that are interested in participating in the program.



PLANNING & BUDGET

October 26, 2017

To: Dylan Rodriguez, Chair
Riverside Division

From: Christian Shelton, Chair 
Committee on Planning and Budget

RE: (Systemwide Senate Review) Taskforce Report on the Negotiated Salary Trial Program

The Committee on Planning & Budget reviewed the Negotiated Salary Trial Program (NSTP) on October 24, 2017. The program is relatively new and its full effects may not yet be realized. The Committee had five requests if the program were to continue:

1. Proper data should be collected regularly from both participants and non-participants in order that the program can be comprehensively reviewed again in the near future.
2. The Committee would like to know if there are any mechanisms for moral or ethical oversight in place to prevent conflicts of interest.
3. It would be beneficial to add review criteria about benefits for under-represented groups.
4. The source of supplemental salaries should be tracked for future reviews.
5. Data should be collected to monitor whether state support for positions in these fields, participants and non-participants, declines.



October 4, 2017

TO: Dylan Rodriguez, Chair
UCR Academic Senate

FROM: Jan Blacher, Chair
GSOE Executive Committee

SUBJ: Review of Task Force Report, Negotiated Salary

The Executive Committee of the Graduate School of Education (GSOE) met yesterday to discuss the Task Force Report on Negotiated Salary. Going forward, Executive Committee members would like to see UCR participate in the next phase of the pilot study.

Thank you for the opportunity to comment on this proposal.



COMMITTEE ON FACULTY WELFARE

October 31, 2017

To: Dylan Rodriguez
Riverside Division Academic Senate

From: Daniel Jeske, Chair
Committee on Faculty Welfare

A handwritten signature in black ink, appearing to read "Daniel Jeske", written over a horizontal line.

Re: Task Force Report on the Negotiated Salary Trial Program

The Committee on Faculty Welfare reviewed the material provided and concur with the recommendations of the Task Force. Additionally, the CFW voted +6-1-1 in consideration of a four-year extension of the trial program and expanding the trial to the Riverside campus. Those in favor of the program felt that the ability for UCR to provide an additional mechanism to compete with other university and market salaries might make a difference with UCR's ability to recruit and retain faculty. The dissenting member noted that the program would aggravate salary inequity issues already present within departments and further compress and invert salaries within and between ranks. One member abstained citing that more data is needed to make a definitive decision.

Our concerns with the NSTP are shared with the Task Force in that insufficient data are available to determine if the NSTP successfully achieves its primary goal of increasing faculty retention and recruitment. Although yet to be a demonstrable problem, the CFW is also concerned with the potential impact of NTSP on graduate student and post-doctoral funding. Here again, there are too few data available to draw any conclusions either way. Expanding the program to other campuses for four years will hopefully provide those necessary data.


All members feel the NSTP should not be considered a remedy to the larger issue of the UC salary lag, but felt this tool may bring temporary flexibility to campuses while the larger issue of lagging salaries is being considered by Systemwide.



COMMITTEE ON DIVERSITY & EQUAL OPPORTUNITY

November 1, 2017

To: Dylan Rodriguez
Riverside Division Academic Senate

From: Suveen Mathaudhu, Chair 
Committee on Diversity & Equal Opportunity

Re: Taskforce Report on the Negotiated Salary Trial Program

CoDEO reviewed the material provided and voted +4-2-1 in consideration of a four-year extension of the trial program and expanding the trial to more UC's including Riverside. Those in favor of the program felt that the ability for UCR to provide an additional mechanism to compete with other university and market salaries would make a difference with UCR's ability to retain faculty. Members not in favor of the program cited that the program shifts the salary inequity issue to the faculty rather than the UC. Some noted the program only benefits specific groups of people that have the opportunity to obtain grants and will compound the salary differential and inequality issues already present at UCR. One member abstained citing that the program is experimental and more data is needed on the benefits of retention and equity to make an informed judgement on if the program should be extended.



November 8, 2017

To: Dylan Rodriguez, Chair
Riverside Division

From: Ward Beyermann, Chair, Executive Committee
College of Natural and Agricultural Science

Re: Systemwide Review: Taskforce Report on the Negotiated Salary Trial Program

The committee reviewed the taskforce report on the negotiated salary trail program during its October 17, 2017 meeting. The trial found no evidence that support for the teaching effort or graduate students was reduced with the participates in the program. Presumably, the data were too limited to address the primary reasons for the program, to strengthening faculty recruitment and retention, and for this reason the taskforce recommends continuing the trail. While there was some concern that the pilot diverted UCOP attention from the bigger issue associated with the broken UC salary scale, the CNAS Executive Committee supports the taskforce's recommendation. We also recommend that UCR participate in the trail.

Yours sincerely,

A handwritten signature in black ink that reads "Ward Beyermann".

Ward Beyermann, Chair
CNAS Executive Committee

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RIVERSIDE, CALIFORNIA 92521-0132

October 27, 2017

TO: Dylan Rodriguez, Chair
Academic Senate

FROM: Kate Sweeny, Chair
CHASS Executive Committee

RE: Systemwide Review of Taskforce Report on the Negotiated Salary Trial Program

The CHASS Executive Committee discussed the Systemwide Review of Taskforce Report on the Negotiated Salary Trial Program at the regular meeting on October 18, 2017. The committee raised concerns about inequities the salary program might create across colleges and departments, with social science, arts, and humanities faculty benefiting least from the program. The committee felt the trial program should be extended to allow any campus to join but should not replace efforts to find equitable solutions to salary deficiencies systemwide.

Kate Sweeny, Chair

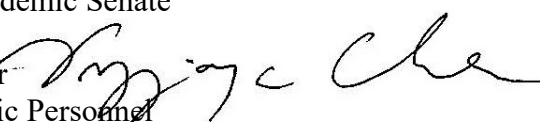
CHASS Executive Committee

UC RIVERSIDE UNIVERSITY OF CALIFORNIA | **Academic Senate**
COMMITTEE ON ACADEMIC PERSONNEL

October 23, 2017

To: Dylan Rodriguez
Riverside Division Academic Senate

From: Vyjayanthi Chari, Chair
Committee on Academic Personnel



Re: Taskforce Report on the Negotiated Salary Trial Program

On October 16, 2017 Committee on Academic Personnel discussed this report. The Committee had some concerns about the extension of the trial program, which we articulate in this memo.

First, while we can understand the need for this program in certain areas, such as clinical work in the School of Medicine, where the externally funded work informs and augments the work for the university, we are concerned about future plans that may include implementing this program more widely. Right now, the percentage of faculty enrolled in the program is quite small (14-16%) and as the trial is extended and implemented at more campuses, this may also lead toward inclusion of a greater percentage of the faculty. We take note that during the three years of the trial, the amount of negotiated salary increased (\$3.7 M, \$6.7M, \$7.9M). We are concerned that more extensive use of this program will create inequities in the long term between Schools and Departments where such outside funding is common and those for which such funds are not available. One of the purposes of Committee on Academic Personnel is to ensure that there is unity across campuses for promotion, tenure, and merit advance expectations, and we are concerned that this program could erode this culture. Although the policy notes that this program will “not supplant the regular merit review process,” Committee on Academic Personnel felt that it had the potential to exacerbate inequity across disciplines through its influence on people’s time and resources, which would thus skew evaluations even while they continued to follow the regular processes.

Committee on Academic Personnel has further concerns on two related points. The first one is that in the long run, the University will not be sufficiently vigilant in ensuring that the salary scales for all faculty remains competitive. The second is that the outside salary program could eventually lead to the expectation that faculty in some disciplines always supplement their income in this way. We feel that both situations would create inequities in the conditions of employment and might increase precarity for newly hired faculty in the future. We take note that the report of the Taskforce indicates that surveyed non-participating faculty similarly indicated a concern that this program was “the first step on

a slippery slope toward all faculty in some disciplines being on soft money, which would be a condition not aligned with the education mission and raison d’etre of the University.”

Finally, given that the policy allows for funding to be provided by private contract, the Committee on Academic Personnel is concerned that this policy will undermine the values of academic freedom and a research culture that is grounded in peer review, publication, and collaborative exchange of ideas. Partnerships with private corporates could create hazards such as: the privatization of knowledge produced at a publicly funded university; issues related to Intellectual Property and trade practices which might mandate research be kept secret; pressures that direct research programs in ways inconsistent with scholarly priorities; and at least the perception, if not the reality, that research results lack independence and hence objectivity. We take note that the Taskforce report similarly indicates that surveyed, non-participating faculty articulated a concern that this program would “result in faculty choosing areas of research for their fundability rather than their intrinsic importance.”

Given these concerns, we respectfully request that the Taskforce provide a clearer articulation of the intended scope of this policy and that it put in place safeguards to secure academic freedom and equity across Schools and Departments in relation to tenure, promotion, and merit as this policy enters its next trial phase.